New Normal

Standard Operating Procedures

For Businesses: TRAVEL

04 September 2020

BCCET • Prospero

Ownership

These standard operating procedures (SOPs) belong to the businesses of Zambia. Together, business experts designed a set of SOPs that, when implemented, have the highest potential of ensuring that businesses that are currently open remain open; and those that are closed re-open in a responsible manner, despite the COVID-19 pandemic.

Acknowledgements

Special thanks are extended to the Business Coalition Council Emergency Taskforce (BCCET), UK Aid and Prospero Zambia for making this initiative possible. To the champions of industry in Zambia that made their COVID-19-adapted SOPs available for case studies and the extraction of best practices, we say a sincere THANK YOU!
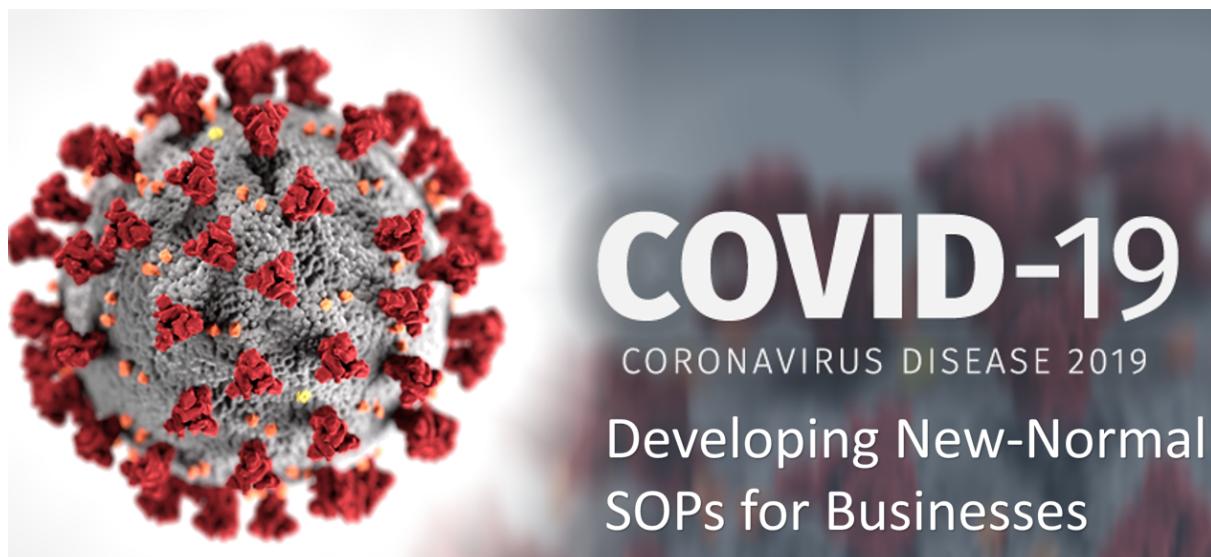
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Message from the Business Coalition Council Emergency Taskforce (BCCET)

We are all aware of the devastating effects that COVID-19 has had on the Zambian economy. During this trying time, the business community, through BCCET, has strived to find solutions to keep our economy going; preserve jobs and enable a safe working environment. As part of this, we have identified the need for sector-based Standard Operating Procedures (SOPs) to mitigate the fear of doing business and, hence, bring a standardised multi-sector approach to the 'new normal.' As such, we have, in partnership with DFID and Prospero, developed the attached SOP Guidelines for use by the private sector and for onward transmission by the Government of Zambia.

It is our hope that BCCET will continue to supplement Government's efforts to make sure that economic activity continues. This document addresses this issue and also empowers the private sector to take responsibility for implementing these SOPs across multiple industry sectors. This undertaking demonstrates a proactive private sector approach in finding solutions that support Zambia's economic recovery.

Professor Oliver Saasa
Chairman

Ashu Sagar
Vice Chairman Economics

Sam Abrahams
Vice Chairman Medical

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Safety is on everyone – We are only as safe as the least safe member of society.

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INTRODUCTION – New-Normal SOP's – A Business Adaptation to COVID-19

To support the responsible opening up of the Zambian economy during the COVID-19 pandemic, the BCCET and Prospero identified the urgent need to develop a set of standard operating procedures (SOPs). These SOPs were developed to assist employers to prepare their respective workplaces for workers to return and business operations to continue. Many industries/businesses do not have clear guidance on mandatory and recommended best practices for operation under current conditions, so these SOPs will advise industry sectors on how to work safely during the COVID-19 pandemic. The SOPs offer a framework for respective workplaces to protect workers, their families, business clients/customers and the wider community while also protecting livelihoods, jobs and employee productivity.

These SOPs are timely and are urgently required to enable an economically sustainable, proactive and collective approach to opening up the Zambian economy under medical and industry expert guidance.

This SOP compendium primarily focuses on overall sector and sub-sector considerations and does not seek to provide specific guidance on occupational health and safety (OHS) measures on a site-specific basis.

Situational Analysis – How the COVID-19 Pandemic is Affecting Business and Economic Development

As a result of the increase in reported cases of COVID-19, the Government of Zambia moved to introduce Statutory Instruments 21 and 22 of 2020, which empowered various government ministries and agencies to, among other things, close selected sections of the Zambian economy. The abrupt interruption to normal business operations obviously had a substantial impact in terms of economic disruption, as has been the case across the world, resulting in a loss in revenue for numerous businesses. According to the following sources, COVID-19 has impacted Zambia both on social and economic aspects:

Accommodation and food (tourism)	CUTS (2020)	Drop in room occupancy due to social distancing guidelines Anticipated job losses (if cases continue to rise) = 14,297 Anticipated job losses (as a result of full lockdown) = 19,063
	ICA (2020)	At least 700 jobs lost between February and May 2020 (from a sample of 416 companies)
Agriculture	CUTS (2020)	Reduction in labour supply, productivity and exports Anticipated job losses (if cases continue to rise) = 4,683
	ICA (2020)	At least 600 jobs lost between February and May 2020 (from a sample of 416 companies)
Construction	CUTS (2020)	Major projects such as road construction may decline as public funds are diverted towards health and social cash transfer programmes
Manufacturing	CUTS (2020)	Reductions in input imports as well as reduced demand due to reduced domestic and export demand Anticipated job losses (if cases continue to rise) = 3,964
Mining	CUTS (2020)	Zambia's copper exports are likely to reduce further than the 11% decline registered in February 2020 as the impacts of COVID-19 have since intensified Anticipated job losses (if cases continue to rise) = 7,467
	ICA (2020)	At least 200 jobs lost between February and May 2020 (from a sample of 416 companies)
Retail	CUTS (2020)	Import reductions due to COVID-19 restrictions in origin countries Anticipated job losses (if cases continue to rise) = 14,634 Anticipated job losses (as a result of full lockdown) = 29,267

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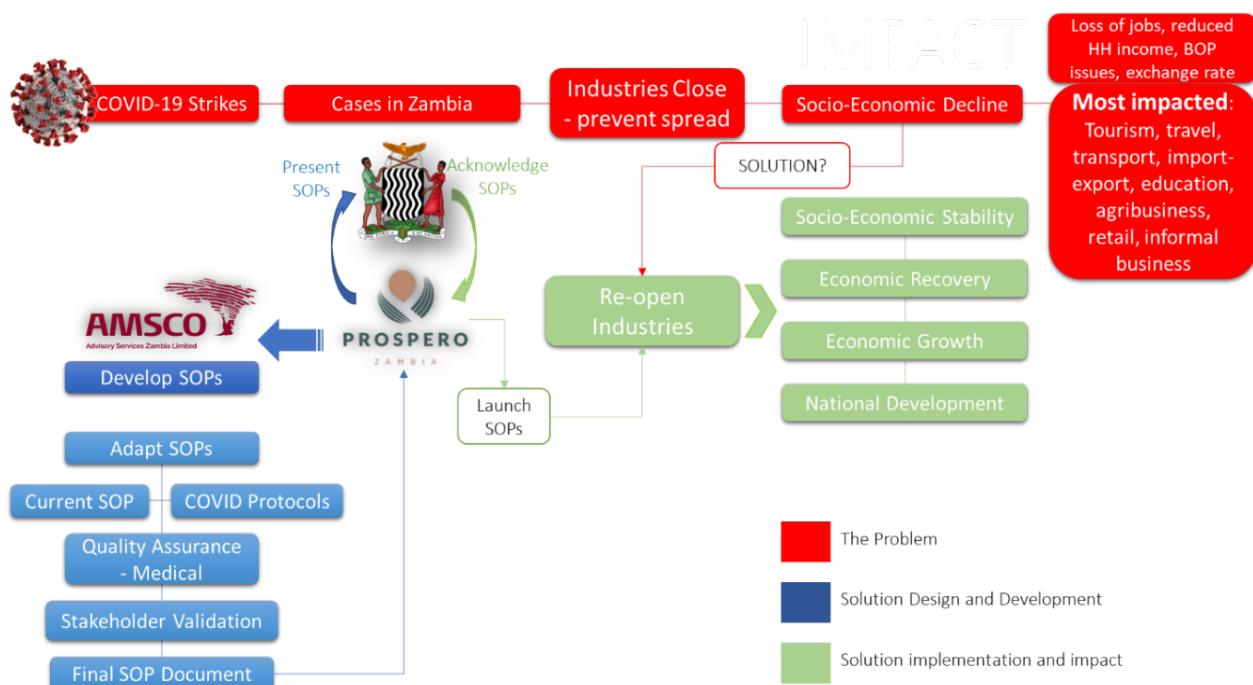
As key partners in growing an inclusive Zambian economy, Prospero and BCCET recognise the need to ensure that the negative economic impact of COVID-19 is minimised as much as possible. Thus, Prospero engaged the services of AMSCO Zambia to develop helpful industry-level guidelines for business entities to adopt and use as a way to responsibly keep the private sector as productive as possible while reducing the spread of the virus. These guidelines are in the form of SOPs, and have been developed in consultation with key stakeholders in the 13 identified sectors.

Scope of these SOPs

This document contains COVID-19 SOPs for 13 industry sectors listed in Table 1.

Table 1: Important Definitions	
Tourism – Hotels	An establishment providing accommodation, meals, and other services for travellers and tourists. Lodges and Airbnb™ establishments will be grouped under hotels. Meetings, Incentives tours, Conferences and Exhibitions/Events (MICE) services will also be considered here.
Tourism – National Parks	Areas of countryside, or occasionally fresh water, protected by the State for the enjoyment of the general public or the preservation of wildlife. All aspects from entry, accommodation, picnicking, hunting, fishing, camping, hiking, and others, will be considered.
Air Travel	Travel by air aspects will include: At the departure airport (arrival, waiting, processing documents, restaurants, conveniences, baggage checking, exit); on the plane (baggage, conveniences, eating and drinking); and at the arrival airport (arrival, waiting, processing documents, restaurants, conveniences, baggage claim, exit).
Informal Sector	Every sector has an informal sector. For every SOP developed, the informal sector side of it will have its guidelines embedded. It should be noted that this sector is generally unregulated.
Retail	The retail side of business is directly linked to most of the other sectors as part of

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	their supply chain. The following retail constituents will be considered in the development of guidelines for the sector: • Goods: supermarkets, stores, markets (with clear distinction between consumables, equipment and clothing) • Services: automotive, beauty, ICT
Mining	Both small-scale and large-scale extraction is considered. The process from prospecting to production will be included.
Private Medical Care	This sector includes private practice only. For purposes of comparison, public medical SOPs may be reviewed.
Trucking	In the traditional supply chain, trucking facilitates the distribution channel. In these SOPs, trucking will include any vehicle which transports goods between the source of raw materials and the user of the end product.
Clearing	This implies the importation or exportation of goods through a port of entry. Procedures at airports, inland ports and border points will be developed.
Banking and Financial Services	This includes banks and banking halls, ATMs and mobile banks for commercial banking. For mobile money operators, SOPs for kiosks will be the main focus. As microfinance institutions (MFIs) and village banking are more at community level, promoting their services at household level and door-to-door, specific SOPs will be developed.
Education	The sector has very high human-to-human contact of people of varying ages. The SOPs for the education sector therefore cover all stages from reception to tertiary levels, and make reference to staff and students alike.
Agriculture	The main agro sub-sectors will be considered: • Crops: cereals, vegetables and fruits • Livestock: poultry, beef, dairy, pork, and fish
Manufacturing	The major forms of manufacturing apply: consumables (food and beverage), and clothes. Note: The informal sector for manufacturing is vast.
Property Management	This covers residential, commercial and land.
Informal Sector	Each sector has been deemed to have an informal aspect which will be addressed on a sector by sector basis. However, SOPs for markets, bus stations and home-based businesses will be developed.
Construction	The SOPs will focus on building and road construction.

Structure of the SOPs

What is a Standard Operating Procedure?

Standard Operating Procedures are step-by-step instructions for carrying out specific activities within an organization, an industry or a sector. For example, SOPs may describe how food is prepared, packaged and sold, or how products are stocked and restocked.

SOPs are valuable tools that are used to ensure that activities are undertaken consistently and to a high standard. They are used in business to stipulate how the activities will be undertaken. They provide quality assurance that the actions and products will be consistent and therefore comparable and safe.

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Why have Standard Operating Procedures?
The advantages of SOPs are that they:

1. Provide personnel with numbered step-by-step instructions on a specific procedure (or procedure used to carry out a method) with minimum variability;
2. Ensure that the procedures are performed consistently and in compliance with government regulations;
3. Protect the health and safety of personnel by enabling jobs to be carried out in the safest possible way, and ensure that all of the safety, health, environmental and operational information is available to perform specific procedures with minimal impact;
4. Facilitate training in procedures, for both new personnel and for those that need re-training (e.g. after extended absence from a position);
5. Serve as a historical record for use when modifications are made to that procedure and when the SOP is revised;
6. Promote quality through consistent collection of data, even if there are changes in the people undertaking the survey or monitoring; and
7. Encourage improvements and work evaluation by ensuring that the procedures are completed, and can be used in incident investigations to improve operations and safety practices.

About these SOPs
The SOPs are industry and sector specific and take into account local nuances and differences between provinces and districts. All aspects of the supply chain are considered, including customer management, supply management and premises management. The SOPs also provide COVID-19 incident and case management procedures that outline care and risk mitigation, should someone at work be identified as having contracted COVID-19, or is at risk due to being in contact with individual(s) outside of the workplace who have contracted COVID-19.

The industry SOP documents set out guidance on how to work safely and offer practical considerations of how this guidance can be applied in the workplace. Each industry SOP document outlines both Mandatory SOPs and Advisory SOPs.

Each includes (but is not limited to) the following components:

a) Industry level introduction;
b) Overview on how to use the SOP guidance;
c) Overview on the definition of what is meant by components of each industry;
d) How each industry should think about and assess risk;
e) Who should go to work;
f) Social distancing at work;
g) Managing customers, visitors and contractors;
h) Cleaning the workplace;
i) Personal Protective Equipment (PPE) and face coverings;
j) Workforce management;
k) Inbound and outbound goods;
l) Where to obtain further assistance;
m) Appendices: Forms, tools, checklists.

The **SOP guidance document per industry** articulates those that are mandatory according to the government, and some industry standards, and those that are advisory SOPs.

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The SOPs will include the following key sections:

a) Background to the development of New-Normal SOPs;
b) List of sectors, sub-sectors and supply chains;
c) Generic full supply chain SOPs for COVID-19;
d) Specific SOPs (by industry/sector) with embedded COVID-19 protocols;
e) Purpose of the NAMED INDUSTRY SOPs;
f) Introduction;
g) Overview on how to use the SOP guidance;
h) Definitions;
i) Risk assessment and documentation;
j) Work schedules and responsibilities;
k) Specific procedures:
    i. Social distancing at work;
    ii. Managing customers, visitors and contractors;
    iii. Cleaning the workplace;
    iv. Personal Protective Equipment (PPE) and face coverings;
    v. Workforce management;
    vi. Inbound and outbound goods
l) Forms and templates to be used;
m) Where to obtain further assistance;
n) Appendices: tools, forms, checklist.

Approach

| Acquire current SOPs from local sources and international Best Practice	Merge all sector-specific SOPs	Draft 1
Harmonize and/or Adapt to local environment	Medical Quality Assurance	Stakeholder Review
Acquire and adapt COVID-19 protocols	Incorporation of COVID-19 protocols	Final Report
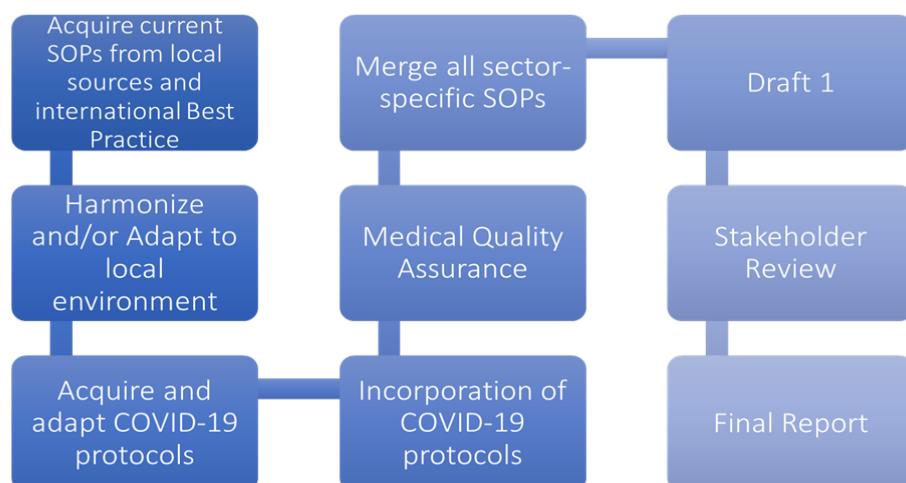
Figure 1: The Approach Layout

The first stage included the review of SOPs currently in use in Zambia and around the globe. Each sector had at least three case SOPs for use in developing a harmonised SOP for their sectors and supply chains. Sector experts in the selected sectors were engaged to utilse their knowledge, experience and networks to access these harmonised best practices. Each industry expert proceeded to embed COVID-19 protocols in the SOP for their sectors and supply chains. Embedded SOPs were then reviewed by a qualified public health practitioner for COVID-19 norms and practices. This was followed by merging all

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the sector-specific SOP documents into one, which was sent to stakeholders for review and validation before finalization.

About COVID-19

What is COVID-19?
COVID-19 is a disease caused by a new strain of coronavirus. 'CO' stands for corona, 'VI' for virus, and 'D' for disease. Formerly, this disease was referred to as '2019 novel coronavirus' or '2019-nCoV.' The COVID-19 virus is a new virus linked to the same family of viruses as Severe Acute Respiratory Syndrome (SARS) and some types of the common cold.

What are the symptoms of COVID-19?
Symptoms can include a fever, coughing and shortness of breath. In more severe cases, infection can cause pneumonia or breathing difficulties. More rarely, the disease can be fatal. These symptoms are similar to those of the flu (influenza) or the common cold, which are a lot more common than COVID-19. This is why testing is required to confirm if someone has COVID-19.

How does COVID-19 spread?
The virus is transmitted through direct contact with respiratory droplets of an infected person (generated through coughing and sneezing). Individuals can also be infected by touching surfaces contaminated with the virus and touching their face (e.g., eyes, nose, mouth). The COVID-19 virus may survive on surfaces for several hours, but simple disinfectants can kill it.

Who is most at risk?
We are learning more about how COVID-19 affects people every day. Older people, and people with chronic medical conditions, such as diabetes and heart disease, appear to be more at risk of developing severe symptoms. As this is a new virus, we are still learning about how it affects children. We know it is possible for people of any age to be infected with the virus, but so far there are relatively few cases of COVID-19 reported among children. This is a new virus and we need to learn more about how it affects children. The virus can be fatal in rare cases; so far mainly among older people with pre-existing medical conditions.

What is the treatment for COVID-19?
There is no currently available vaccine for COVID-19. However, many of the symptoms can be treated and getting early care from a healthcare provider can make the disease less dangerous. There are several clinical trials that are being conducted to evaluate potential therapeutics for COVID-19.

How can the spread of COVID-19 be slowed down or prevented?
As with other respiratory infections like the flu or the common cold, public health measures are critical to slowing the spread of illnesses. Public health measures are everyday preventive actions that include:
- Staying home when sick;
- Covering the mouth and nose with flexed elbow or tissue when coughing or sneezing. Dispose of used tissue immediately;
- Washing hands often with soap and water; and
- Cleaning frequently touched surfaces and objects.

As more is learnt about the new COVID-19, public health officials may recommend additional actions. It is important for businesses and households to stay informed about changes in the characteristics of COVID-19 in order to understand the public health directives and, also, in order to adapt quickly.

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General Guidance for Employers and Businesses

Getting your workplace ready for COVID-19[1]

How COVID-19 spreads

When someone who has COVID-19 coughs or exhales, they release droplets of infected fluids. Most of these droplets fall on nearby surfaces and objects – such as desks, tables or telephones. People could catch COVID-19 by touching contaminated surfaces or objects – and then touching their eyes, nose or mouth. If they are standing within 1 m of a person with COVID-19, they can catch it by breathing in droplets coughed out or exhaled by them. In other words, COVID-19 spreads in a similar way to the flu. Most persons infected with COVID-19 experience mild symptoms and recover. However, some go on to experience more serious illness and may require hospital care. The risk of serious illness rises with age: people over 40 seem to be more vulnerable than those under 40. People with weakened immune systems and people with conditions such as diabetes, heart and lung disease are also more vulnerable to serious illness.

Advice on the following can be found in Appendix 3:

1. Simple ways to prevent the spread of COVID-19 in your workplace
2. How to manage COVID-19 risks when organizing meetings and events
3. Things to consider when you and your employees travel
4. Getting your workplace ready in case COVID-19 arrives in your community

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[1] https://www.who.int/docs/default-source/coronaviruse/getting-workplace-ready-for-covid-19.pdf

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I.   Travel

A. SOP for COVID-19 mitigation measures for Air Travel

Department: _____
SOP No: _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

READ BY			
NAME	TITLE	SIGNATURE	DATE

PURPOSE

In order to restart the aviation sector and seek recovery measures, the international approach based on 10 principles was adopted as a working framework, mainly to address the following:

1. Protect the public through harmonised but flexible measures;
2. Work as one aviation team and show solidarity;
3. Ensure essential connectivity;
4. Actively manage safety-security-and health-related risks;
5. Make aviation public health measures work with aviation safety and security systems;
6. Distinguish restart form recovery of the aviation sector;
7. Support financial relief strategies to help the aviation industry;
8. Ensure sustainability;
9. Learn to improve resilience post-COVID-19; and
10. Strengthen public confidence.

New Normal SOP: TRAVEL

The SOPs outlined here will serve as a general practice aimed at ensuring the development and implementation of <u>new</u> occupational health and safety practices to ensure the protection of not only workers but also the general public, travellers and transportation of goods (cargo).

INTRODUCTION

Since the outbreak of the COVID-19 crisis, the travel industry and its associated supply chain has faced an ever-growing number of challenges. The International Civil Aviation Organization (ICAO) through the Council for Aviation Recovery Taskforce (CART) made several resolutions to collaborate with member states, international and regional organisations and industry to address the challenges of the aviation sector at a global level. The overall objective of this intervention was to provide global guidelines for safe, secure and sustainable reopening and recovery of the aviation industry and all its supply chain.

SCOPE

This document highlights the various preventive measures to be followed and adopted in addition to specific in-house and general guidelines on the prevention of the spread of COVID-19 within the airport grounds, including aircraft cleaning and disinfection during and post-pandemic. The information is subject to constant review by stakeholders in the aviation industry in light of the changing government requirements, specifications and regulations. Other applicable laws governing the aviation sector can be applied based on what works best and given appropriate professional advice.

DEFINITIONS

Contact	Person who has been exposed to a confirmed case anytime between 2 days prior to the onset of symptoms (in the positive and date of isolation) or a maximum of 14 days after the symptom onset.
High-risk contact	a. Touched fluids of the patient (respiratory tract secretions, blood, vomit, saliva, urine, faecal matter), was coughed on, touched used paper tissues with a bare hand; b. Had direct physical contact with the body of patient including a physical examination without PPE; c. Touched or cleaned the linens, clothes, or dishes of the patient; d. Lives in the same household as the patient; e. Anyone in close proximity (within 1 m) in a conveyance with a symptomatic person who later tested positive for COVID-19 for more than 6 hours.
Low-risk contact	a. Shared the same space (e.g. worked in the same room) but not having as high risk exposure to confirmed COVID-19; b. Travelled in the same environment (bus, flight, any mode of transport) but not having a high-risk exposure.
Social distancing or physical distancing	Means keeping a safe space of at least 1 m between yourself and other people who are not from your household.
Handwashing	Basic hand hygiene involving washing of hands with soap. Hand hygiene is the act of *cleaning* one's hands *with* soap and water to remove viruses/ bacteria/germs/ micro-organisms, dirt, grease, or other harmful and unwanted substances stuck to the *hands*.

RESPONSIBILITIES

Communication among stakeholders in the airport community is critical to implementing the SOPs at various areas of the airport(s) grounds and with the suppliers. All airport communities are expected to effectively plan to communicate changes, provide updates, and assess and monitor improvement to avoid operational disruptions.

The key areas of responsibilities will fall on the Airport Manager, ground handlers, supervisors of airport departments, immigration departments, customs, front office desk officers, airline managers, crews of various airlines, and the health department of the airport. All authorities and airport community (airport and aviation authorities as stakeholders) have to ensure they establish COVID-19 management teams based on individual roles.

Different areas of the airport will require different types of planning and preparations. Travellers and other airport users will also provide guidance on the form of teams to be established.

In summary, the key areas for specific roles will include establishing the roles of airport owners' and all managers' liability in preventing the spread of COVID-19; as well as effective planning with all stakeholders, owners, airlines managers, aviation crew members, the aviation authority and service providers in the supply chain:

     a.   Coordinating with staff and service providers on changes to the operations;
     b.   Setting up a cleaning, sanitization and disinfecting team;
     c.   Communication.

Specific Roles

1. **Airport Managers, Airline Managers –** Ensure procurement of supply and stocking of cleaning and sanitisation materials and equipment.
2. **Staff and Service Providers –** Cleaning and disinfecting, signage, floor markings, barriers and social distancing.
3. **Maintenance Team Operations Managers –** Maintenance and preventive measures associated with regular maintenances activities to embrace COVID-19 guidelines:
   a. Required equipment for COVID-19 prevention;
   b. Ensuring the buildings conform to COVID-19 indoor air quality;
   c. New waste and sanitary waste management practices.

4. **Airport Operator Company**
   a. Ensure social distancing, floor markings, disinfection of all common areas, elevators, escalators, chairs in all seating areas, F&B and retail outlets;
   b. Ensure availability of movable handwashing carts or alcohol-based sanitisers at strategic points in the terminal building;
   c. Preferably automated sanitisers at boarding areas and immigration;
   d. Disinfection of utility areas such as wash rooms and water fountains and all structures in the terminal building – counters, security screening points, touch screens, communication screens;
   e. Ensure that staff crew and passengers use sanitised vehicles;
   f. Ensure restricted number of seats for passengers for transportation within the airport;
   g. Selected taxi services to be trained and accredited for plying to the airport;

  h. Ensure all change management, evoking suspension of non-essential projects within the airport to avoid overcrowding;

  i. Avoid overcrowding of staff at work stations;

  j. Thermal scanners, sanitiser dispensers installed in strategic points for passengers and staff;

  k. Train staff for specific tasks, and equipment.

5. **Airline Managers**

  a. Devise questionnaires or forms to be completed by passengers about their recent health history pertaining to COVID-19;

  b. Manage passenger boarding and disembarkation procedures;

  c. Implement <u>Airport Preparedness Guidelines for Outbreaks of Communicable Disease Issued by ACI and ICAO (Revised April 2009)</u>

  d. Advise passengers about new reporting time at the airport;

  e. Ensure crew pairing – roster the same set of cabin and cockpit crew as long as possible to prevent cross-contamination;

  f. Embarkation and disembarkation (entry and exit) procedures for both crew and passengers;

  g. Define COVID-19 case management.

6. **Passengers**

  a. Need to familiarise themselves about new procedures at the airport, the new norm of social distancing and minimum touching of baggage;

  b. Establish web check-in only, print boarding pass, check-in baggage ticket if required;

  c. Ensure passengers wear protective gear like masks, gloves, shoe covers, PPE etc. per the requirement;

  d. Wearing of PPE by passengers in all areas of the terminal;

  e. Passengers to report to the airport as per revised time.

SPECIFIC PROCEDURE

The SOPs outlined here will serve as a general practice aimed at ensuring the development and implementation of <u>new</u> occupational health and safety practices to ensure the protection of not only workers but also the general public and travellers, visitors, immigration officers and ground handlers and the transportation of goods (cargo). It serves as a guide for the airport community as whole and the general public utilising the airport facilities, equipment and the associated services. The SOPs therefore outline specific procedures and general practice for the different areas of the airport and departments.

This broadly includes:

 A. General Practice – Occupational Health and Safety Practices

 B. Case Management for COVID-19

Departments include the following:

1. Terminal Building
2. General Check-In Area
3. Security Screening Areas
4. Terminal Airside Area
5. Terminal Gate Equipment Area
6. Disembarking and Arrivals
7. Baggage Claim Area
8. Exit-the-Landside Area

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9. Ground Handlers

A.   GENERAL PRACTICE
1. Occupational Health and Safety Practices
Infection prevention in general is informed by the initial demands of the pandemic – that a general multi-layered approach or strategy be applied as a general rule on:
a) Physical or social distancing at least 1-2 m;
b) PPE includes face masks and gloves;
c) A combination of both (a) and (b) in the absence of a single measure which can achieve a high level of risk mitigation;
d) Handwashing with soap and sanitising of hands and surfaces frequently.

Strategies for the protection of personnel shall include but not be limited to the following:

2. Case Management for COVID-19
The management of a COVID-19 case among workers should include:
a) Identification of resource personnel who will contact and interview the affected employee and co-workers;
b) Accurately record information while observing the employees' right to privacy:

The following should therefore be recorded accurately:
- Name and employee, identification number, job title;
- Workplace location (station) or department;
- Work schedule or cycle and list of co-workers;
- Date and time of symptoms;
- List of co-workers with whom the employee was in close contact;
- Workplace departments, areas and rooms visited by the employee during the contagious period as per WHO definition.

3. **Case management** for workers who test positive and contracted COVID-19 outside the workplace, the following should be followed:
- Identify the workers with whom the affected employee was in contact;
- Contact and inform the affected workers to self-isolate and self-monitor for 14 days subject to guidance by MoH experts;
- Implement cleaning, sterilisation or disinfecting as required by the MoH.

4. **Case management** for employees who likely contracted COVID-19 in the workplace – mandatory regulatory requirements should apply;
- Contact local MoH COVID-19 officials to carry out a workplace investigation;
- Identify workers who could have been in contact with the infected employee;
- Contact those workers and inform them to self-isolate and self-monitor for 14 days;
- Implement a workplace cleaning, disinfecting and sterilisation plan;
- Develop and implement corrective actions as regulatory requirement by the MoH.

SPECIFIC PROCEDURES (BY DEPARTMENT)
1. TERMINAL BUILDING
a. Guiding principles for operations in the terminal buildings shall consider all operational aspects. These include:
- Who has access to the building;

- Housekeeping and cleanliness and disinfecting procedures in place;
- Measures and provisions for medical aid and attention, and;
- Protocols for passengers and airport personnel.

b. Cleaning and disinfection shall be agreed upon among airport stakeholders according to the WHO Guide for Hygiene and Sanitation in the Aviation Sector.
- <u>This procedure requires updating of cleaning and disinfection plans in terms of processes and procedures based on when new updates on information about COVID-19 becomes available</u>;
- Ensure availability of cleaning and disinfecting materials and products as approved by authorities;
- Cleaning and disinfecting staff should be aware of cleaning and disinfecting plans or schedules;
- Staff should be made aware of approved products to be used in the cleaning and sanitisation schedules;
- Staff should be made aware of the areas that are frequently touched and likely to be contaminate. These include:
  o Passenger check at airport entry should be done away with;
  o Escalators, handrails and lifts
  o Washrooms and baby changing areas
  o Luggage trolleys
  o Luggage collection points
  o Terminal passenger seats before security screening
  o Parking shuttle buses and airside buses
- Ensure that disposal bins are available;
- Method, concentration and contact period of disinfections;
- Enhance use of air conditioning and effective filtration systems to clean the air;
- Reduce recirculation of air within the terminal building;
- Minimise horizontal airflow;
- Encourage physical and social distancing as an effective way to limit transmission of COVID-19.

Physical distancing in the terminal building should be consistent with the WHO prescription of at least 1 m apart. Physical distancing can be applied to the maximum extent possible.

c. **Staff protection**
Staff protection can be re-evaluated from time to time and on a case-by-case basis to include:

- Personal protective Equipment (PPE);
- Staff be equipped with PPE based on risk of exposure;
- Health screening programme;
- Scheduling groups of staff in safety teams and shifts;
- Easy access to alcohol-based sanitisers;
- Specific staff sanitization processes prior to and after completing shifts;
- Physical distancing plans for work stations;

- To minimise crowds and queues, airport terminal access to be restricted to workers, travellers and accompanying persons in situations with passengers with disabilities, reduced mobility or un-accompanied minors.

Forms/Templates to be used by cleaning crew: Airport COVID-19 Cleaning and Disinfection Control Sheet (PHC Form 3) or any specified form by MoH.

2. GENERAL – CHECK-IN AREA

The General Check-in Area of the airport is a high passenger traffic area. This should be managed in terms of limiting queues and crowding. Passengers should complete as many of the check-in procedures as possible before arriving at the airport.

Measures to be considered in this area for implementation:
a) Reducing congestion through planning and monitoring of passenger flows;
b) Providing signage, floor markings and interval public address announcements to remind and encourage physical distancing;
c) Implementing communication of prevention messages from health authorities via audio messages and signs at key areas;
d) Installing self-service tools such as boarding pass and baggage tags to reduce physical contact and face-to-face interactions;
e) Encouraging passengers to complete the check-in processes before arriving at the airport where possible;
f) Using retractable stanchions and floor signage for queuing to ensure social distancing;
g) Ensuring the use of transparent barriers between passengers and staff at counters;
h) Installing self-sanitisation technology that minimises or eliminates/avoids contact at touch screens at self-check-in kiosks;
i) Using contactless processes and technologies, e.g. digital identifications;
j) Using biometrics identification such as facial or iris recognition to reduce contact with travel documents between staff and passengers.

Implementation of COVID-19 Protocols

The means for uniform implementation of COVID-19 protocols should focus on:
a. Collaboration with all relevant stakeholders, airlines and ground-handlers to achieve cost-effective solutions that protect the public;
b. Ensure simplified formalities through the use of contactless procedures;
c. Greater use of standard digital identification systems.

3. Airport Module – Security Screening

SECURITY-SCREENING AREAS

The security screening in airports constitutes a critical part of physical contact between security personnel and passengers or indeed any member of the general public entering the premises. Consideration can be given to **exempt** security screening personnel from conducting health and safety related screening so that they focus on the security screening and related processes as follows:

a) Provision of hand sanitisers and PPE;
b) Disinfection products maintenance of physical distancing;
c) Rearrange the layout at security checkpoints to ensure easy access;
d) Floor markings to guide the queues and minimise overcrowding as much as possible;

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e) Masks can only be removed to identify pictures on government-issued IDs with the person wearing the mask at a reasonable physical distance;

f) Directing of passengers to use automatic pass scanners at access points;

g) Use of mobile pass scanner by security staff;

h) Automated gates and mobile scanner reader's surfaces should be disinfected frequently;

i) Deployment of passenger preparation officers to ensure passengers are well prepared and directed at security checkpoints;

j) Routine cleaning and disinfecting;

k) Appropriate signage and information to passengers regarding new health requirements;

l) In times of high numbers of passengers, staff and crew screening should be processed in dedicated check points separate from passengers;

m) Food and Beverage (F&B) retails shops to be operated with COVID-19 procedures;

n) SOP should restrict overcrowding in F&B outlets;

o) Lounge, prayer rooms, smoking rooms to be restricted;

p) Removal of all hardcopy reading materials for the public in the airports;

q) Promote digital payments, self-service ordering booths at F&B and retail outlets;

r) Ensure presence of colourful (preferably yellow) disposal bins, bags for masks, gloves, biohazard materials at visible and strategic points. Bins to be frequently disinfected and removed for disposal from the terminal building;

4. TERMINAL AIRSIDE AREA – Boarding Area

Considerations should made be to ensure the following:

a) An orderly process to reduce physical contact;

b) Use of automation scanning and biometrics;

c) Carry-on baggage or hand luggage requiring the use of overhead bins should be limited or avoided;

d) Self-boarding technologies should be used at gates;

e) LCD displays for passenger instructions and device printing seat assignment;

f) Use of self-scanning documents to minimise contact with airports staff;

g) Sitting areas lounges and restaurants to exercise limited capacity and avoid overcrowding;

h) Café seating, smoking areas, children play areas to be restricted in terms of capacity;

i) Ensure multiple alcohol-based sanitisers at points around the airport;

j) Installation of touch free equipment in toilets such as:

- Automatic toilet flushing system
- Taps and soaps/hand sanitiser dispensers
- Automated hand towel dispersers

5. DISEMBARKING AND ARRIVALS

The disembarking and arrival area is subject to border control for the airport special border or point of entry. Here consideration should be made to ensure collaboration among the stakeholders namely, customs, immigration health authorities and airport staff. The COVID-19 prevention procedures should include the following:

a) Government should require a self-declaration of health from arriving passengers before departure and on arrival;

b) Automate the identity verification process by use of biometric technology;

c) Use of contactless technology;

d) Automated e-Gates should be encouraged to limit interaction with officers and staff;

e) Smart thermal cameras can be installed to avoid face-to-face thermal checks;

f) Thermal or temperature checks can be carried out before arriving at the customs hall;

g) Staggered screening and document checking groups of 10 or less;

h) Staggered boarding and screening checking pass with no contacts;
i) Single door boarding to follow reverse zone i.e. starting form REAR of aircraft to the FRONT zone;
j) Similar procedure to be followed with dual door boarding to minimise passenger contacts and crossing one another;
k) Transfers would require one-stop health screening using a one-stop security check point arrangement;
l) Passengers on transfer to follow sanitary requirements as in departure procedures.

6. BAGGAGE CLAIM AREA

Considerations for baggage Claim areas should include:
a) Maximizing use of multiple carousels for baggage collections;
b) Increase cleaning and disinfection of luggage carts, trolleys, rails, elevator buttons, escalators washrooms and other areas;
c) Aligning the cleaning schedule based on flights schedules;
d) Use of retractable stanchions, floor markings for physical distancing at baggage carousel;
e) Lost luggage offices with protective transparent separators;
f) Encouraging the use of baggage delivery services – where baggage can be delivered to the hotel
g) or home after disinfecting.

7. GROUND HANDLERS

Pandemic Cleaning and Disinfecting Programmes

During the pandemic, ground handling companies shall review and amend cleaning and disinfecting regulations. Airlines and cleaning companies will need to evaluate and assesses the impact on operations for the following:

a) **Pandemic management**
- Flight schedule, aircraft type and size
- The risk levels of each route based on exposure to COVID-19
- Pandemic situation at destination from where passengers are connecting
- Readiness and availability of PPEs
- Required safety and health measures such as physical distancing

b) **Personnel readiness**
- Availability and allocation of cleaning personnel
- Exiting competency, graining needs and requirements
- Occupational safety regulatory compliance

c) **Operational readiness**
- Cleaning types
- Enhancement of standard cleaning and disinfection due to technical needs, events causing health risks
- Type and availability of cleaning and disinfecting products
- Update procedure for removal and safe disposal of any contaminated water, food, human or animal waste, waste water, and any other contaminated matter from the conveyance
- Regulatory and airport requirements

8. Ground Handling is guided by IATA ICA, WHO, CDC guidelines:
    a. Cleaning guidance
    b. Ground handling guidelines for COVID-19
    c. Ground handling return to service
    d. Guidance safe transportation

Further guidance on risk assessment and mitigation actions based on the risk level can be found in the CAAC Preventing Spread of Coronavirus Disease 2019 (COVID-19) Guideline for Airlines, Guidance for Ground Handling Return to Service and IATA Guidance for Cabin Operations During and Post Pandemic.

INTERNAL AND EXTERNAL REFERENCES
    1. IATA, ICAO Airport Module
    2. CAAC Preventing Spread of Coronavirus Disease 2019 (COVID-19) Guideline for Airlines, Guidance for Ground Handling Return to Service and IATA Guidance for Cabin Operations During and Post Pandemic
    3. Edition 1 –19 June 2020
    4. Ground Handlers Guidelines May2020: www.iata.org/ground-operations
    5. Aircraft Cleaning and Disinfection During Post Pandemic Edtion1-19 June 2020
    6. https://www.icao.int/Pages/default.aspx

SOP No.	Effective Date	Significant Changes	Previous SOP No.

B. SOP for COVID-19 mitigation measures for Land Public Transport

Department: _____
SOP No: _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

READ BY			
NAME	TITLE	SIGNATURE	DATE

PURPOSE
The purpose of these SOPs is to provide guidance for the public transport sub-sector in a bid to reduce the spread of COVID-19.

INTRODUCTION
Transportation systems help ensure that people can reach everyday destinations, such as jobs, schools, food outlets and healthcare facilities, safely and reliably. Public transportation services play an important role for people who are unable to drive, including those without access to personal vehicles, children, individuals with disabilities, and older adults. In the era of COVID-19, public transportation is one of the quickest ways of catching the virus. In developing countries like Zambia, this risk is higher due to congested vehicles, inability to afford sanitation items like soap and running water, and high cost of vehicles.

SCOPE
These SOPs are developed for the public transport system and include intra-town/city buses and taxis, and inter-town/city busses. All people involved are also covered.

RESPONSIBILITIES
The responsibilities are described under the specific procedures given below.

SPECIFIC PROCEDURE
A. Objectives of SOP
   1. To ensure safety of on-board crew (driver and conductor);
   2. Safety of support staff;
   3. Maintain social distancing inside buses, and at bus stations, stops and terminals;
   4. To establish the trust of the passengers.

B. Action Points at Garages .
The following activities shall be carried out at garages and transport yards:
   1. Disinfection of all indoor areas of the premises;
   2. Temperature screening of employees at entry;
   3. Provide face masks to all employees on arrival and make it compulsory to wear it through the working hours;

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4. Provide sanitisers and handwashing points at convenient places at the workplace;
5. Daily disinfection of buses prior to departure and on arrival;
6. Provide crew with sanitiser bottles on duty in the buses.

C. Bus Drivers

Drivers shall ensure the following:
1. Wash their hands with soap and water for at least 20 seconds or use hand sanitiser with at least 60% alcohol before departing;
2. Have their temperature checked before taking up his/her duty on shift basis;
3. Compulsory to cover their mouth with a face mask/ face cover;
4. Stopping buses properly and for a sufficient time (dwell time at designated bus stop) to allow the boarding of passengers;
5. Minimizing physical contact between driver and passengers;
6. Allowing only 1 passenger in the front;
7. Covering coughs and sneezes with a tissue or the inside of the elbow. Throwing used tissues in the trash and washing hands immediately with soap and water for at least 20 seconds or using a hand sanitiser with at least 60% alcohol.

D. Bus Conductors

Conductors shall ensure the following:
1. Wash their hands with soap and water for at least 20 seconds or use hand sanitiser with at least 60% alcohol before departing;
2. Covering coughs and sneezes with a tissue or the inside of the elbow. Throwing used tissues in the trash and washing hands immediately with soap and water for at least 20 seconds or using a hand sanitiser with at least 60% alcohol;
3. Have temperature checked before taking up his/her duty on shift basis;
4. Compulsory to cover mouth with a mask/ face cover;
5. Ensure queuing follows social distancing and respiratory hygiene norms;
6. Control seating restrictions (1 passenger per seat in a zig-zag pattern is recommended to ensure social distancing);
7. At the most, only one half of the bus capacity should be allowed;
8. Control boarding restrictions in terms of the number of passengers at each bus stop;
9. Minimise physical contact between conductor and passengers;
10. Issue valid ticket to all passengers where applicable;
11. Ensure sanitization of bus on completion of trip by ground staff;
12. People who are sick or have recently had a close contact (closer than 1 m for at least 15 minutes) to a person with COVID-19 should not use public transportation and should stay home except to seek medical care.

E. Ticket vending precautions by conductors
1. Where applicable, electronic ticketing machines should be sanitised prior to issue;
2. Digital payment using various mobile money systems to be encouraged.

F. Restrictions inside buses
1. At most, half the normal capacity in each bus should be allowed in such a way that social distancing is maintained;
2. Passengers should have enough space to enter and exit while maintaining a social distance;
3. Wearing of masks/face cover compulsory for all on-board passengers.

G.   Bus Passengers
1. Should wash their hands with soap and water for at least 20 seconds or use hand sanitiser with at least 60% alcohol before leaving their current location,;
2. Cover coughs and sneezes with a tissue or use the inside of their elbow. Throw used tissues in the trash and wash hands immediately with soap and water for at least 20 seconds or use hand sanitiser with at least 60% alcohol;
3. People who are sick or have recently had a close contact (closer than a m for at least 15 minutes) to a person with COVID-19 should not use public transportation and should stay home except to seek medical care;
4. Pack sanitizing wipes and hand sanitiser with at least 60% alcohol before leaving the current location, (in case they are unable to wash their hands at their destination);
5. Compulsory for the boarding passengers to cover their mouth with a mask/face cover;
6. Follow conductors' on-boarding restrictions in terms of number of passengers at each bus stop;
7. Follow seating restrictions at 1 passenger per 2-seater;
8. Individuals who have an increased risk of severe illness from COVID-19 should limit their travel;
9. If special accommodations or assistance are necessary while traveling (e.g., help with a wheelchair lift or with carrying bags), a travel "buddy" to accompany the passenger (preferably from their household) is recommended;
10. Limit touching frequently touched surfaces such as kiosks, and digital interfaces such as touchscreens and fingerprint scanners, ticket machines, turnstiles, handrails, restroom surfaces, elevator buttons, and benches as much as possible;
11. If these surfaces must be touched, hands to be washed for 20 seconds with soap and water or disinfected with a sanitiser containing 60% alcohol as soon as possible afterwards;
12. After leaving the transit station or stop, hand sanitiser containing at least 60% alcohol to be used;
13. When arriving at the destination, hands to be washed with soap and water for at least 20 seconds.

H.   Service Optimization and Operations
Bus drivers to stick to their routes without deviation:

I.   Special Measures
1. Social distancing norms should be observed at bus queue shelters, at bus stations, stops and terminals;
2. Bus terminal staff should be deployed at major bus stops to maintain a social distance for different bus routes;
3. Passengers to be checked with a thermal body scanner before entry inside bus at identified bus stops;
4. Checking teams in uniform with face masks and gloves to be deployed at various convenient points to monitor adherence of directives as detailed above.

J.   Increasing Public Awareness
1. Publicity through social media and newspapers by the respective associations;
2. Information displayed regarding the disinfection status and date of the buses;
3. Support from local authorities and the ministries responsible for transport and health to address passenger queries and feedback.

K.   SOP in case of more than half the capacity of the bus.
1.   In case more than half the capacity of the bus is filled (forcibly/by any means), the driver should park the bus at the nearest appropriate place in a safe manner. The driver and conductor will request the extra passengers to disembark the bus. In case the extra passengers refuse to comply with the order, the driver and conductor will seek police assistance to take action against such passengers.
2.   In case the driver of any bus is found carrying more passengers than possible for social distancing to be implemented at any time, strict disciplinary action will be taken against them and s/he will also be liable.

Section B: SOP for Taxis and Car Hire
A.   Objectives of SOP
1.   To ensure safety of drivers and passenger(s)
2.   To ensure safety of other road users
3.   Maintain social distancing inside the vehicle
4.   To establish the trust of the passenger(s)

B.   Drivers
Drivers shall ensure the following:
1.   Compulsory to cover their mouth with a face mask/ face cover;
2.   Stopping vehicles properly and for sufficient time to allow the boarding of passenger(s);
3.   Daily disinfection of vehicles prior to the commencement of each trip. For this purpose, the driver shall carry a portable bottle containing disinfectant and suitable equipment for disinfecting the vehicle;
4.   After the disembarkation of each passenger, the driver shall disinfect the passenger sitting area;
5.   Minimizing physical contact between driver and passenger(s);
6.   Ensure that the masks/face cover are worn by all passenger(s);
7.   Make arrangements for the receipt of fare from passengers preferably through digital modes, to avoid cash transactions.

C.   Restrictions inside Vehicles
1.   The maximum number of on-board passengers in the taxi to be restricted in order to maximise social distancing. The following recommendations apply:

Mode of Transport	Maximum Passengers allowed
Taxi/Cabs (including Ulendo, car hire)	2
Small bus (e.g. Noah, Serena)	4

2.   The seating of passengers shall be allowed on the window seats in a vehicle;
3.   Wearing of masks/face covers compulsory for all on-board passenger(s).

D.   Passenger(s)
1.   Before leaving, wash hands with soap and water for at least 20 seconds or use hand sanitiser with at least 60% alcohol;
2.   Cover coughs and sneezes with a tissue or use the inside of the elbow. Throw used tissues in the trash and wash hands immediately with soap and water for at least 20 seconds or use hand sanitiser with at least 60% alcohol;

3. People who are sick or have recently had a close contact (closer than 1 m for at least 15 minutes) to a person with COVID-19 should not use public transportation and should stay home except to seek medical care;
4. Before traveling, pack sanitizing wipes and hand sanitiser with at least 60% alcohol (in case of an inability to wash hands at the destination);
5. Before availing the services of taxis, passengers should themselves check their temperature;
6. Compulsory for all passenger(s) to cover their mouth with a mask/ face .cover while boarding;
7. Follow the stipulated seating restrictions in the concerned vehicle;
8. Payment of fare preferably made through digital modes to avoid cash transactions;
9. Individuals who have an increased risk of severe illness from COVID-19 should limit their travel;
10. For special accommodations or assistance while traveling (e.g., help with a wheelchair lift or with carrying bags), if possible, a transportation "buddy" should accompany the passenger (preferably from their household) to help them during travel;
11. Limit touching frequently touched surfaces such as kiosks, digital interfaces such as touchscreens and fingerprint scanners, ticket machines, turnstiles, handrails, restroom surfaces, elevator buttons, and benches as much as possible;
12. If these surfaces must be touched, wash hands for 20 seconds with soap and water or use a sanitiser containing 60% alcohol as soon as possible,;
13. After leaving the transit station or stop, use hand sanitiser containing at least 60% alcohol;
14. When arriving at the destination, wash hands with soap and water for at least 20 seconds;
15. Ask the driver to improve the ventilation in the vehicle if possible — e.g., by opening the windows or setting the air ventilation/air conditioning on non-recirculation mode.

FORMS/TEMPLATES TO BE USED
Refer to Appendix H1 for an optional questionnaire for passenger self-assessment.

INTERNAL AND EXTERNAL REFERENCES
External References
1. https://transport.delhi.gov.in/sites/default/files/All-PDF/Standard%20Operating%20Procedures%20%28SOPs%29%20for%20Public%20Transport%20in%20Delhi.PDF
2. https://www.myguidezambia.com/usefulinfo/public-transport#:~:text=Zambia%20has%20three%20main%20internal,not%20the%20most%20comfortable%20choice.
3. www.who.int
4. https://www.cdc.gov/policy/hst/hi5/publictransportation/index.html
5. www.moh.gov.zm

CHANGE HISTORY
Where the SOP is the initial version:
- SOP No: Record the SOP and version number
- Effective Date: Record effective date of the SOP or "see page 1"
- Significant Changes: State, "Initial version" or "New SOP"
- Previous SOP No.: State "NA"

Where replacing a previous SOP:
- SOP No: Record the SOP and new version number
- Effective Date: Record effective date of the SOP or "see page 1"
- Significant Changes: Record the main changes from previous SOP
- Previous SOP No.: Record SOP and previous version number

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SOP No.	Effective Date	Significant Changes	Previous SOP No.

APPENDICES

APPENDIX 1: CORONAVIRUS (COVID-19) GUIDANCE FOR EMPLOYERS

This document has been adapted from lessons learned from the Equality and Human Rights Commission[2] of the UK.

As an employer, you are under legal obligations to ensure the decisions you make in response to coronavirus (COVID-19) do not directly or indirectly discriminate against employees with protected characteristics.

1. Do not make decisions based on protected characteristics
Protected characteristics are:
1. Age
2. Disability
3. Gender Reassignment
4. Marriage and Civil Partnership
5. Pregnancy and Maternity
6. Race
7. Religion or Belief
8. Sex
9. Sexual Orientation

This includes decisions about returning to work, for example who to bring back to the physical workplace, who gets extra hours or who is made redundant.

This would be **direct discrimination**. Examples include:
- A manager asking a female employee working from home to check in with him more than a male employee, because of an assumption that the woman is more likely to be distracted by her children.
- An employer deciding it will no longer recruit candidates from any ethnic minority to front-line roles after finding out some ethnic minorities are disproportionately impacted by coronavirus (COVID-19).
  Employees over 60 not being informed that the physical workplace is reopening, as you do not want them to return because of the potential risk – the employer should consider less discriminatory ways of protecting older employees.

Discrimination arising from a disability
Disabled employees must not be treated unfavourably because of something connected to their disability, where you cannot show that it is objectively justified. This applies if you know or could reasonably have been expected to know that the person is a disabled person. Examples include:

- An employer rejecting a late appeal against redundancy because an employee's learning disability meant they needed extra help – the employee has been treated unfavourably because of something arising from their disability (rather than because of the disability itself).

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[2] https://www.equalityhumanrights.com/en/advice-and-guidance/coronavirus-covid-19-guidance-employers

- An employer dismissing an employee who has been off work for a long period of time due to long-term ill health and is now shielding – the employer must be able to objectively justify any dismissal, including why reasonable adjustments could not be made.
- An employer making redundancies is influenced by discriminatory assumptions about a disabled employee's performance, such as them taking more absence leave than non-disabled employees in the future – the employer should instead use objective selection criteria and ask at least 2 managers to independently score each employee to avoid discriminatory bias.

2. Take into account the needs of individual employees

- Set up work stations, shifts and working from home according to their needs.
- Update risk assessments to consider the disproportionate impact of coronavirus (COVID-19) on specific groups, such as ethnic minorities, pregnant and older workers, and how to mitigate these risks.
- Implement or expand flexible working options to meet the needs of employees. This could include those with parenting or caring responsibilities who may have lost their childcare arrangements. It could also include disabled people and those with long-term illnesses, including mental health conditions – do not make assumptions that remote working automatically benefits everyone.

If you equally apply a policy or practice to everyone, you may place someone with a particular characteristic at a disadvantage. This would be **indirect discrimination,** unless it is objectively justified or you have a real need to apply the policy and do so in a way that is necessary and appropriate. Examples include:

- Requiring all employees to continue to work in front-line, key worker roles – this would have a greater impact on those who need to self-isolate or follow the social distancing guidance more strictly, such as disabled, older or pregnant employees or ethnic minority staff due to the disproportionate impact of coronavirus (COVID-19).
- An employer thinking a fair approach to redundancies would be to review employees' sales figures from the past 2 years, using the lowest as criteria for redundancy – they realise after consulting staff this will disadvantage women who have been on maternity leave, which would be indirect sex discrimination.
- An employer taking over communal staff facilities to create extra work space for social distancing, disadvantaging employees with religious beliefs who lose prayer spaces – this can only be justified if use of these rooms is the only way the employer can ensure employee safety.

3) Communicate with employees

- Involve them in decision-making processes.
- Pay attention to specific communication needs, such as those on maternity leave, disabled employees or ethnic minority staff who may want to raise concerns about the disproportionate impact of coronavirus (COVID-19).
- Have conversations about updated risk assessments, current caring responsibilities and arrangements, wellbeing, mental health and employees' ability to carry out their job.

Examples of effective communication include:

- An employer considering how to provide safety information to all staff, using posters and ensuring they are read to staff with visual impairments – if they had not, they would have been vulnerable to a claim of indirect discrimination.

- An employer carrying out a risk assessment for employees returning to the physical workplace talks to different employee groups and trade union reps to hear different concerns and mitigate any negative impacts.

4. Record your decisions and track their impact

Useful question to ask include:

- Who has been placed on furlough?
- Who has been made redundant?
- Who has been asked to return to the workplace?
- Who has gone on unpaid leave?
- How many reasonable adjustment requests have been approved?
- Who has been offered flexible working patterns?

This will help ensure you're not discriminating against any specific group and may help prove that your decisions are objectively justified.

If you're a public sector employer, you also have requirements under the public sector equality duty to consider the need to avoid discrimination, advance equality of opportunity and foster good relations. Conducting an equality impact assessment should help you to meet these obligations.

Why this is important

There are lots of reasons why following inclusive practices makes good business sense, including:

- Three quarters of employers told us it attracts highly-skilled talent and increases staff commitment and retention
- It builds organisational resilience and reputation as the future of work looks likely to change
- It removes barriers to employment often faced by those with protected characteristics and reduces absence and related costs
- Employers with existing equality action plans have been able to respond quickly and positively to new challenges

If you make decisions that discriminate against an employee, you may be at risk of:

- Having a claim brought against you at an employment tribunal
- Costly compensation fees
- Reputational damage

APPENDIX 2: COVID-19 GUIDELINES FOR SAVINGS GROUPS3

How would COVID-19 affect your savings group?

When you meet as a group, you come from different homes and some members may have been exposed to COVID-19. You are at risk of infection during the meeting if for example, you engage in:
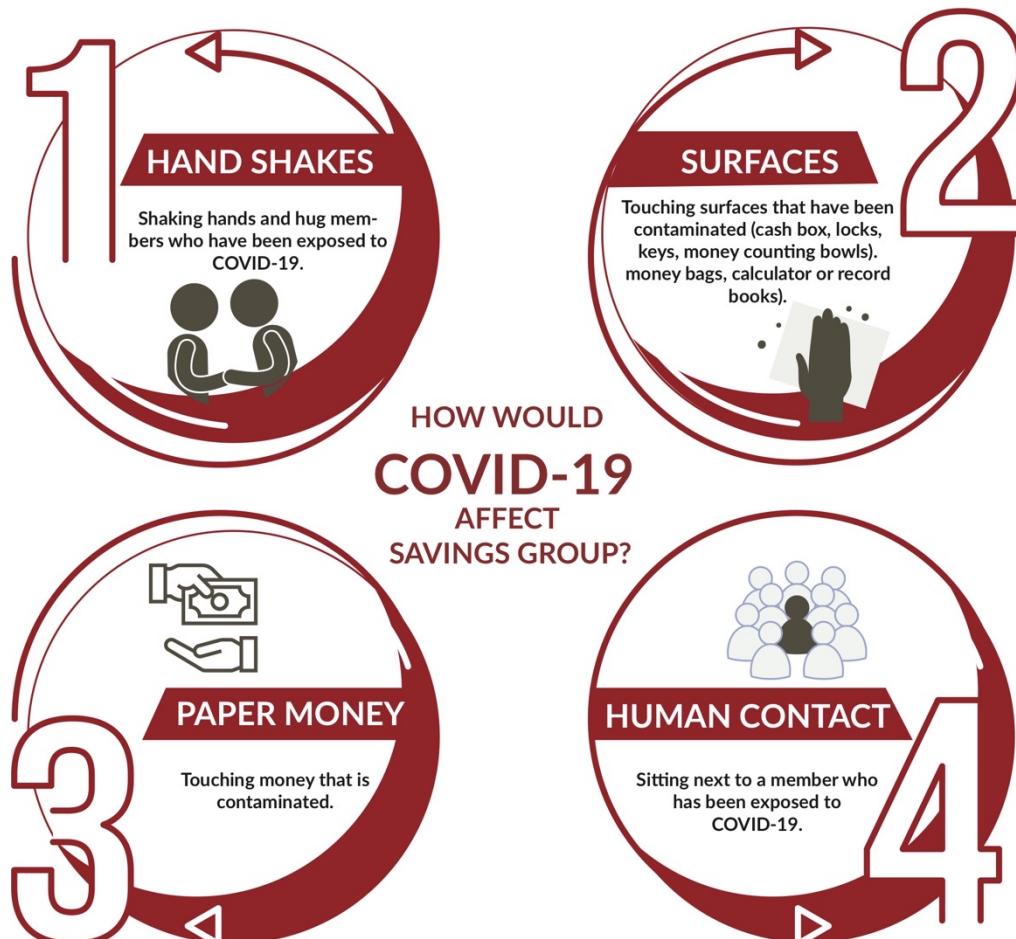
Some of your group members may experience financial difficulties during this period due to loss of income. Restrictions on movements during this period might mean that some group members will not freely go the market to trade, (similarly, buyers will stay at home and not buy goods and services), companies may close and lay off workers and some members may stay at home sick or will be nursing sick family members. This may affect your savings group in the following ways:

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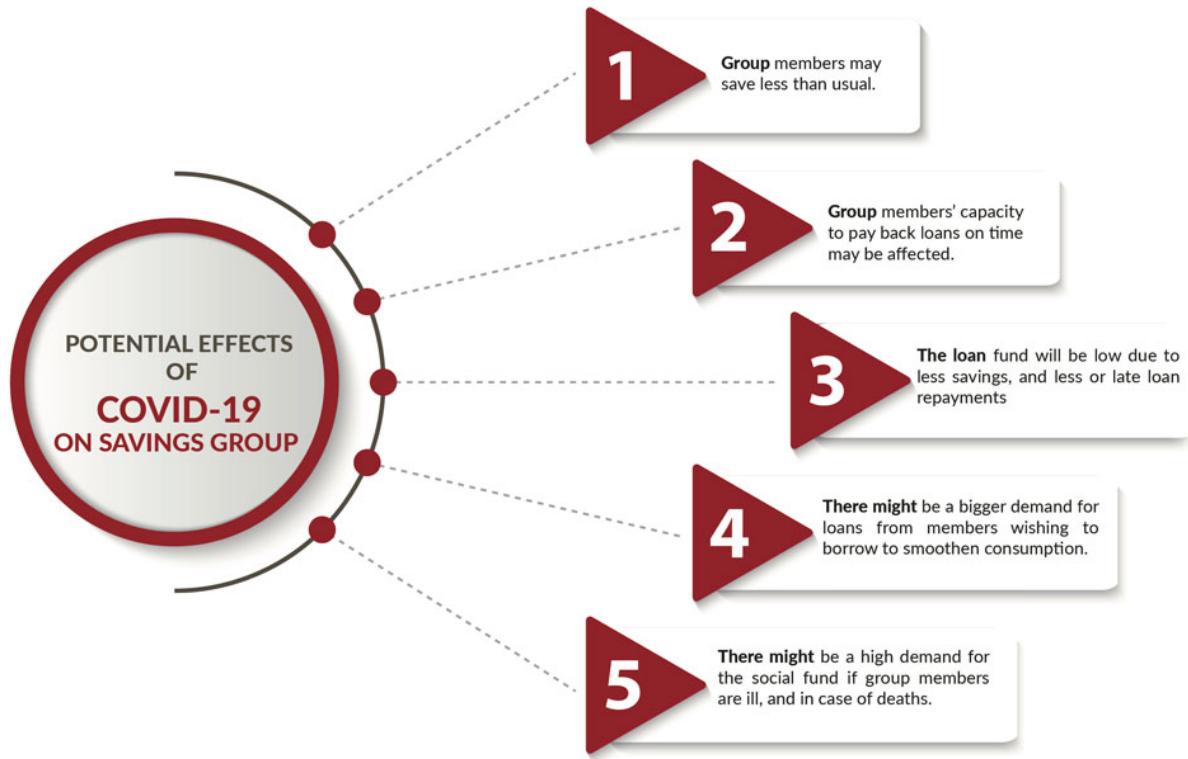
The World Health Organisation and Ministry of Health have put in place measures to ensure you, your family and fellow group members are safe and healthy. There are also rules and measures to regulate meetings which everyone must adhere to.

In addition, it is recommended that savings groups also follow the guidelines below.

WHAT CAN SAVINGS GROUPS DO DURING THIS PERIOD?
Meetings
1. Reduce meeting times (e.g., instead of weekly, meet once a month) and encourage only a few members to attend meetings to avoid overcrowding especially if meetings are held in a small room.
2. Practice social distancing – sit at least 1 m from each other. Remember not to shake hands or hug.
3. Members in high risk categories like the elderly, pregnant, sick or having pre-existing health conditions such as diabetes, asthma, bronchitis, cancer and HIV, should appoint a relative or friend they trust to participate on their behalf. Members should also avoid coming to the meeting with children.
4. Please enforce handwashing; provide a handwashing bucket or container with soap/sanitisers for members coming to the meeting. Ensure gloves are available for money counters and persons holding keys to the cashbox. If gloves are not available, use hand sanitisers before and after the meeting.
5. Members, especially money counters should not touch their faces when counting money.
6. If all members have cell phones, consider having a digitised meeting where members send savings, loans and social funds through mobile money or other virtual means. This could be safe but requires that all members learn how to do this properly.
7. Please ensure that your group funds and cash box are always secured.

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8. Your group could also consider safer places to keep the group fund such as in a mobile money account, or microfinance institution or bank.

Social Fund
- Decide on how you will handle social funds to assist members in emergency cases.
- Consider having a special COVID-19 fund.

Savings and Loans
- Continue saving even as little as the minimum share amounts as these will be helpful during the post-pandemic recovery process.
- Where possible, avoid in-person meetings and consider transacting using digital means or mobile money. This could include having a few people collect the funds, record member contributions, and consolidate them. The management committee can then disburse loans and pay out social funds on request.
- In the worst case:
  o Consider revising or rescheduling savings and repayments which could include shorter lending cycles; revised loan terms; lower loan values or stop lending altogether.
  o Where there is an immediate need to access savings or there is a risk of keeping funds in the near term, consider accelerating the share-out. Share-outs should only take place once outstanding loans are repaid.

WHO CAN SAVINGS GROUPS TURN TO FOR FURTHER SUPPORT?
- Follow official Ministry of Health updates to ensure that you comply with all safety measures.
- Contact your savings group trainer if you need any clarifications on the guidelines.

APPENDIX 3: WHO GUIDELINES FOR GETTING YOUR WORKPLACE READY FOR COVID-19

1. Simple ways to prevent the spread of COVID-19 in your workplace
The low-cost measures below will help prevent the spread of infections in your workplace, such as colds, flu and stomach bugs, and protect your customers, contractors and employees.

Employers should start doing these things now, even if COVID-19 has not arrived in the communities where they operate. They can already reduce working days lost due to illness and stop or slow the spread of COVID-19 if it arrives at one of your workplaces.

- Make sure your workplaces are clean and hygienic
  - Surfaces (e.g. desks and tables) and objects (e.g. telephones, keyboards) need to be wiped with disinfectant regularly
    Why? Because contamination on surfaces touched by employees and customers is one of the main ways that COVID-19 spreads
- Promote regular and thorough handwashing by employees, contractors and customers
  - Put sanitizing hand rub dispensers in prominent places around the workplace. Make sure these dispensers are regularly refilled
  - Display posters promoting handwashing – ask your local public health authority for these or look on www.WHO.int.
  - Combine this with other communication measures such as offering guidance from occupational health and safety officers, briefings at meetings and information on the intranet to promote handwashing
  - Make sure that staff, contractors and customers have access to places where they can wash their hands with soap and water
    Why? Because washing kills the virus on your hands and prevents the spread of COVID19
- Promote good respiratory hygiene in the workplace
  - Display posters promoting respiratory hygiene. Combine this with other communication measures such as offering guidance from occupational health and safety officers, briefing at meetings and information on the intranet etc.
  - Ensure that face masks[4] and/or paper tissues are available at your workplaces, for those who develop a runny nose or cough at work, along with closed bins for hygienically disposing of them
    Why? Because good respiratory hygiene prevents the spread of COVID-19
- Advise employees and contractors to consult national travel advice before going on business trips.
- Brief your employees, contractors and customers that if COVID-19 starts spreading in your community anyone with even a mild cough or low-grade fever (above 37°C) needs to stay at home. They should also stay home (or work from home) if they have had to take simple medications, such as paracetamol/acetaminophen, ibuprofen or aspirin, which may mask symptoms of infection
  - Keep communicating and promoting the message that people need to stay at home even if they have just mild symptoms of COVID-19.
  - Display posters with this message in your workplaces. Combine this with other communication channels commonly used in your organization or business.

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[4] Ordinary surgical face masks rather than N95 face masks

- o Your occupational health services, local public health authority or other partners may have developed campaign materials to promote this message
- o Make clear to employees that they will be able to count this time off as sick leave.

2. How to manage COVID-19 risk when organizing meetings and events

Why do employers and organisers need to think about COVID-19?
Organisers of meetings and events need to think about the potential risk from COVID-19 because:
- There is a risk that people attending your meeting or event might be unwittingly bringing the COVID-19 virus to the meeting. Others might be unknowingly exposed to COVID-19.
- While COVID-19 is a mild disease for most people, it can make some very ill. Around 1 in every 5 people who catch COVID-19 needs hospital treatment.

Key considerations to prevent or reduce COVID-19 risks
BEFORE the meeting or event
- Check the advice from the authorities in the community where you plan to hold the meeting or event. Follow their advice.
- Develop and agree a preparedness plan to prevent infection at your meeting or event.
  - o Consider whether a face-to-face meeting or event is needed. Could it be replaced by a teleconference or online event?
  - o Could the meeting or event be scaled down so that fewer people attend?
  - o Ensure and verify information and communication channels in advance with key partners such as public health and health care authorities.
- Pre-order sufficient supplies and materials, including tissues and hand sanitiser for all participants. Have surgical masks available to offer anyone who develops respiratory symptoms.
  - o Actively monitor where COVID-19 is circulating. Advise participants in advance that if they have any symptoms or feel unwell, they should not attend.
  - o Make sure all organisers, participants, caterers and visitors at the event provide contact details: mobile telephone number, email and address where they are staying. State clearly that their details will be shared with local public health authorities if any participant becomes ill with a suspected infectious disease. If they will not agree to this, they cannot attend the event or meeting.
- Develop and agree a response plan in case someone at the meeting becomes ill with symptoms of COVID-19 (dry cough, fever, malaise). This plan should include at least:
  - o Identify a room or area where someone who is feeling unwell or has symptoms can be safely isolated or have a plan for how they can be safely transferred from there to a health facility.
  - o Know what to do if a meeting participant, staff member or service provider tests positive for COVID-19 during or just after the meeting
  - o Agree the plan in advance with your partner healthcare provider or health department.

DURING the meeting or event
- Provide information or a briefing, preferably both orally and in writing, on COVID-19 and the measures that organisers are taking to make this event safe for participants.
  - o Build trust. For example, as an icebreaker, practice ways to say hello without touching.
  - o Encourage regular handwashing or use of an alcohol rub by all participants at the meeting or event.

o Encourage participants to cover their face with the bend of their elbow or a tissue if they cough or sneeze. Supply tissues and closed bins to dispose of them in.
o Provide contact details or a health hotline number that participants can call for advice
o or to give information.
- Display dispensers of alcohol-based hand rub prominently around the venue.
- If there is space, arrange seats so that participants are at least 1 m apart.
- Open windows and doors whenever possible to make sure the venue is well ventilated.
- If anyone starts to feel unwell, follow your preparedness plan or call your hotline.
    o Depending on the situation in your area, or recent travel of the participant, place the person in the isolation room. Offer the person a mask so they can get home safely, if appropriate, or to a designated assessment facility.
- Thank all participants for their cooperation with the provisions in place.

AFTER the meeting
- Retain the names and contact details of all participants for at least 1 month. This will help public health authorities trace people who may have been exposed to COVID-19 if one or more participants become ill shortly after the event.
- If someone at the meeting or event was isolated as a suspected COVID-19 case, the organiser should let all participants know this. They should be advised to monitor themselves for symptoms for 14 days and take their temperature twice a day.
- If they develop even a mild cough or low-grade fever (i.e. a temperature above 37°C) they should stay at home and self-isolate. This means avoiding close contact (1 m or nearer) with other people, including family members. They should also telephone their healthcare provider or the local public health department, giving them details of their recent travel and symptoms.
- Thank all the participants for their cooperation with the provisions in place.

3. Things to consider when you and your employees travel

- **Before traveling**
    o Make sure your organization and its employees have the latest information on areas where COVID-19 is spreading. You can find this at https://www.who.int/emergencies/diseases/novel-coronavirus-2019/situation-reports/ o Based on the latest information, your organization should assess the benefits and risks related to upcoming travel plans.
    o Avoid sending employees who may be at higher risk of serious illness (e.g. older employees and those with medical conditions such as diabetes, heart and lung disease) to areas where COVID-19 is spreading.
    o Make sure all persons travelling to locations reporting COVID-19 are briefed by a qualified professional (e.g. staff health services, health care provider or local public health partner)
    o Consider issuing employees who are about to travel with small bottles (under 100 CL) of alcohol-based hand rub. This can facilitate regular handwashing.

- **While traveling:**
    o Encourage employees to wash their hands regularly and stay at least 1 m away from people who are coughing or sneezing
    o Ensure employees know what to do and who to contact if they feel ill while traveling.

- o Ensure that your employees comply with instructions from local authorities where they are traveling. If, for example, they are told by local authorities not to go somewhere they should comply with this. Your employees should comply with any local restrictions on travel, movement or large gatherings.

- **When you or your employees return from traveling:**
  - o Employees who have returned from an area where COVID-19 is spreading should monitor themselves for symptoms for 14 days and take their temperature twice a day.
  - o If they develop even a mild cough or low grade fever (i.e. a temperature above 37°C) they should stay at home and self-isolate. This means avoiding close contact (1 m or nearer) with other people, including family members. They should also telephone their healthcare provider or the local public health department, giving them details of their recent travel and symptoms.

5. **Getting your workplace ready in case COVID-19 arrives in your community**

- Develop a plan of what to do if someone becomes ill with suspected COVID-19 at one of your workplaces
  - o The plan should cover putting the ill person in a room or area where they are isolated from others in the workplace, limiting the number of people who have contact with the sick person and contacting the local health authorities.
  - o Consider how to identify persons who may be at risk, and support them, without inviting stigma and discrimination into your workplace. This could include persons who have recently travelled to an area reporting cases, or other personnel who have conditions that put them at higher risk of serious illness (e.g. diabetes, heart and lung disease, older age).
  - o Tell your local public health authority you are developing the plan and seek their input.
- SPromote regular teleworking across your organization. If there is an outbreak of COVID-19 in your community, the health authorities may advise people to avoid public transport and crowded places. Teleworking will help your business keep operating while your employees stay safe.
- Develop a contingency and business continuity plan for an outbreak in the communities where your business operates
  - o The plan will help prepare your organization for the possibility of an outbreak of COVID-19 in its workplaces or community. It may also be valid for other health emergencies.
  - o The plan should address how to keep your business running even if a significant number of employees, contractors and suppliers cannot come to your place of business–either due to local restrictions on travel or because they are ill.
  - o Communicate to your employees and contractors about the plan and make sure they are aware of what they need to do – or not do – under the plan. Emphasise key points such as the importance of staying away from work even if they have only mild symptoms or have had to take simple medications (e.g. paracetamol, ibuprofen) which may mask the symptoms.
  - o Be sure your plan addresses the mental health and social consequences of a case of COVID-19 in the workplace or in the community and offer information and support.
  - o For small and medium-sized businesses without in-house staff health and welfare support, develop partnerships and plans with your local health and social service providers in advance of any emergency.

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o   Your local or national public health authority may be able to offer support and guidance in developing your plan.

Remember:

Now is the time to prepare for COVID-19. Simple precautions and planning can make a big difference. Action now will help protect your employees and your business.

How to stay informed:

Find the latest information from WHO on where COVID-19 is spreading: https://www.who.int/emergencies/diseases/novel-coronavirus-2019/situation-reports/ Advice and guidance from WHO on COVID-19 https://www.who.int/emergencies/diseases/novel-coronavirus-2019 https://www.epi-win.com/

APPENDIX 4: SUMMARY OF SECTOR SUPPLY CHAINS

Sector	Sub-Sector	Supply Chain Node
Manufacturing	Consumables	Raw Material → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → MANUFACTURER → Package → Transporter → Wholesaler → Retailer → Buyer
	Textile	Cloth Manufacturer → Package → Transporter → Wholesaler → Retailer → Buyer
	INFORMAL	Raw Material → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → Home-based/Market MANUFACTURER → Package → Transporter → Buyer
	Paper and Printing	Raw Material → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → MANUFACTURER → Package → Transporter → Wholesaler → Retailer → Buyer
Retail	Supermarket	MANUFACTURER → Package → Transporter → Wholesaler → Retailer → Buyer
	INFORMAL	
	Clothes	
	Stationery	
Air travel	Airport	Passenger: Home (packing) → Bus/taxi → Check-in → Lounge/Duty Free shopping → Boarding → On-Board → Disembarkation → Immigration → Baggage Claim → Bus/Taxi
	Carrier	Cargo: Owner (packing) → Transport → Inspection → Customs → Loading → Stowing → unloading → inspection → customs → delivery/transport
Banking/Financial	Micro-Finance	N/A
	Mobile Money	Deposit: Client → Teller → Next Client or Bank or Immediate Use Withdrawal: Previous client/Bank/Home Safe → Client → transaction
	Commercial Bank	Inside Bank: Deposits/BOZ Acquisitions → Vault → Teller → Client → Transaction Auxiliary Bank: Deposits/BOZ Acquisitions → Vault → ATM → Client → Transaction
Property Management	Residential	• Commercial – Staff: Home → Bus/Taxi/own vehicle → Short Walk → Office → Desk/Station
	Commercial	
	Land	• Commercial – Client: Home → Bus/Taxi/own vehicle → Short Walk → Office → Waiting room → Meeting room • Commercial – Changing tenants (1): Old tenant → Movers/Transport → New Location → Unload → Unpack → Set-up/Decor • Commercial – Changing tenants (2): New tenant → signs lease → Movers/Transport → New Location → Unload → Unpack → Set-up/Décor • Buyer/Seller → Sellers Vehicle → Viewing property →
Tourism	Hotels and Lodges	From Air Travel: Arrival → baggage → Check-in → Room → Amenities → Check-out → taxi/bus
	National Parks	Home/Hotel/Lodge → Tour Guide/Hired/Own Vehicle → Park gate → picnic/camp site → Exit
	Restaurants	Home/Hotel/Lodge/Office → Bus/Taxi/own vehicle → table → Amenities → Exit

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Sector	Sub-Sector	Supply Chain Node
	Bars	Home/Hotel/Lodge/Office → Bus/Taxi/own vehicle → table/bar → Amenities → Exit
	MICE	Home/Hotel/Lodge/Office → Bus/Taxi/own vehicle → registration → meeting room → amenities → exit
Trucking and Clearing	Collection and Packaging	Hired Truck: Owner of truck → transporter → Client Location → Pack → Load → in-transit → off-load Owned Truck: Client Location → Pack → Load → in-transit → off-load
	In Transit	
	Port of entry/exit	Packing → Loading → Transport → [Airport: off-load from transport →] Inspection → Customs → Loading → Stowing → unloading → inspection → customs → delivery/transport
Agriculture	Crops	Harvest at Farm → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → MANUFACTURER → Package → Transporter → Wholesaler → Retailer → Buyer
	Milk	Milking at Farm → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → Processor → Package → Transporter → Wholesaler → Retailer → Buyer
	Fish	Harvest at Farm → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → Processor → Package → Transporter → Wholesaler → Retailer → Buyer
	Chicken	Dressing → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → Processor → Package → Transporter → Wholesaler → Retailer → Buyer
	Meat	Farm → Transporter (Loading, In-Transit, Off-loading) → Abattoir → Warehouse/Storage → Retailer/Wholesaler → Processor → Package → Transporter → Wholesaler → Retailer → Buyer
Private Medical Care	Clinics and Hospitals	• Out-patient: Home/Referral → Ambulance/public/private transport → waiting room → exam room → Exit • In-Patient: Home/Referral → Ambulance/public/private transport → waiting room → exam room → Admitted → Amenities/services → discharged → Ambulance/public/private transport → Home
Mining	Above Ground	• Mining Staff: Home → Transport → Changing Room → on-site vehicle → work station → equipment → Loading → Processing → Transporter → Port • Admin Staff: Home → Bus/Taxi/own vehicle → Short Walk → Office → Desk/Station • Service providers: Home → Bus/Taxi/own vehicle → Short Walk → Duty Station
	Under Ground	
	Gold, Coal, Copper	
Construction	Road, Building	Home → Transport → Changing Room → on-site vehicle → work station → equipment
Education	All levels	Home/Office → Bus/Taxi/own vehicle → registration → class room → amenities → exit
Informal Sector	Markets	Home → Public transport → orders on-site (usually from wholesalers) → transport → market → display → on-site packaging → buyer
	Bus stations, Buses and Taxis	Passenger/Driver/Conductor → Bus → numerous unpredictable bus stops → walk → destination (via other stops)
	Home Based Businesses	Raw Materials → Processing/production → Packaging → Delivery to client/Client collection → Buyer

APPENDIX 5: RISK ASSESSMENT TOOL – THINKING ABOUT RISKS ASSOCIATED WITH COVID-19

Company name: Assessment carried out by:
Date of next review: Date assessment was carried out:

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action needed by?	Done

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APPENDIX G1: CREW COVID-19 STATUS CARD

CREW COVID-19 STATUS CARD
Purpose of this card: Information to be recorded by crew prior to departure to confirm their COVID-19 health status and to facilitate processing by the State's public health authorities. Notwithstanding completion of this card, a crew member might still be subjected to additional screening by public health authorities as part of a multi-layer prevention approach e.g. when recorded temperature is 38°C or greater.
1. During the past 14 days, have you had close contact (face-to-face contact within 1 m and for more than 15 minutes or direct physical contact) with someone who had symptoms suggestive of COVID-19?   Yes   No

2. Have you had any of the following symptoms during the past 14 days:
              Fever   Yes   No
              Coughing   Yes   No
              Breathing difficulties   Yes   No

3. Temperature at duty start:
                    Temperature not recorded due to individual not feeling/ appearing feverish
 	
                    Temperature in degrees C° /F°   : _____
                    Date: _____   Time: _____
                    Recording method: Forehead   Ear   Other   _____

4. Have you had a positive PCR COVID-19 test during the past 14 days?
                                                     Yes   No
   Attach report if available

Crew member Identification: Name: Airline/aircraft operator: Nationality and Passport No: Signature: Date:

Public Health Corridor (PHC) Form 1

APPENDIX G2: AIRCRAFT COVID-19 DISINFECTION CONTROL SHEET

Aircraft Registration: _____

Aircraft disinfection was made in accordance with the recommendation of the World Health Organization, at a frequency determined by the National Public Health Authority and in accordance with approved products and application instructions of the aircraft manufacturer.

Date *(dd/mm/yy)*	Time (24hr -UTC)	Airport (ICAO code)	Remarks		Disinfector name
Aircraft areas treated		Disinfectant material	Comments		Disinfector signature
Flight deck ☐ Passenger cabin ☐ Cargo compartment(s) ☐ Other: _____ _____					

Date *(dd/mm/yy)*	Time (24hr -UTC)	Airport (ICAO code)	Remarks		Disinfector name
Aircraft areas treated		Disinfectant material	Comments		Disinfector signature
Flight deck ☐ Passenger cabin ☐ Cargo compartment(s) ☐ Other: _____ _____					

Date *(dd/mm/yy)*	Time (24hr -UTC)	Airport (ICAO code)	Remarks		Disinfector name
Aircraft areas treated		Disinfectant material	Comments		Disinfector signature
Flight deck ☐ Passenger cabin ☐ Cargo compartment(s) ☐ Other: _____ _____					

Public Health Corridor (PHC) Form 2

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APPENDIX G3: XYZ – AIRPORT COVID-19 CLEANING/DISINFECTION CONTROL SHEET

Airport Area: _____

This airport area disinfection was made in accordance with the recommendation of the World Health Organization, at a frequency determined by the National Public Health Authority and in accordance with approved products and application instructions.

Date *(dd/mm/yy)*	Time *(24hr)*	Areas	Cleaning/Disinfectant product	Disinfector name and signature
		Floor ☐ Seats ☐ Counter ☐ Screening equipment ☐ Conveyor belts ☐ Hand railings ☐ Elevators ☐ Baggage trolley ☐ Washroom ☐ Information desk ☐ Boarding rea ☐ Stanchions/queues ☐ Self-service kiosks ☐ Sanitization stations ☐ Other ☐	*Remarks*	

Date *(dd/mm/yy)*	Time *(24hr)*	Areas	Cleaning/Disinfectant product	Disinfector name and signature
		Floor ☐ Seats ☐ Counter ☐ Screening equipment ☐ Conveyor belts ☐ Hand railings ☐ Elevators ☐ Baggage Trolley ☐ Washroom ☐ Information Desk ☐ Boarding Area ☐ Stanchions/queues ☐ Self-service kiosks ☐ Sanitization stations ☐ Other ☐	*Remarks*	

Public Health Corridor (PHC) Form 3

APPENDIX G4: CHECKLIST FOR AIRPORTS AND AIRLINES

The COVID-19 threat has imposed a new way of carrying out business operations (New Normal). This may be a permanent normal for a long time to come. In figuring out supply chain solutions, responsible supervisors of operations will have to expand upon existing safety protocols and change their Occupational Safety by deploying planed activities to protect the airport and airlines staff, crew, ground handlers, travellers and indeed all supply chain players and the general public while the provisions of Zambian airport and Airline regulatory laws will still apply. The checklist below could be used by other sectors in a customised way to suit their operations.

MANAGEMENT	HOURLY	DAILY	WEEKLY	AS NEEDED	PROCESS OWNERSHIP	COLLABORATIONS/PARTNERS
1. **Attendance Guidelines** a) Temperature checks b) Self-check procedures c) Oversight and management of symptoms among staff d) Maintain and manage airport staff, airline crew, airlines register records e) Maintain employee shift register		✓			Airport Managers Airline Managers, Safety Managers collect data on employee illness, tracing activity and report to HR, Staff follow up with affected employees and families of staff/traveller	Airport Operations Managers Airline Managers, /Safety Managers Ground handlers Immigrations Customs
2. **Airport restaurants, shops, banks sand bars, hotel premises response in an event of confirmed case of COVID-19** a) Report to public health team/authorities b) Quarantining and ensure contact tracing procedure c) Stagger the shifts to avoid cross-contamination d) Communicate to the public through media about the cases in your premises				✓	Owner, Airport hotels Managers, airport Bar or Restaurant staff	HR and Airport Operations, Tenant Businesses and Internal Communication
3.Staff and traveller travel agents, meet and greet, taxi drivers, staff – personal hygiene a) Regular handwashing b) Hand sanitisation. c) How, when to, and where to sanitise clearly accessible and marked	✓	✓			Airport Human Resource and Safety Managers, Supervisors	Airport Managers, Airline Managers, Supervisors, All employees All travellers, workers, suppliers

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d) hand sanitiser at designated areas/stations/tables e) Sanitise on reporting, entering premises, during and on leaving premises					
4. **Sourcing, Distribution, receiving materials for use as Personal Protective Equipment (PPEs)guidelines**		✓			Purchasing and Safety Managers, operations	Internal communication Airlines, Immigration, customs, All Suppliers, Ground Handlers Courier Service Supervisors
5. **PPEs supply: Face Masks, Gloves, Shields,** a) Check condition and fit for use of PPEs b) Care and cleaning			✓		Owners of Bars and Restaurants Safety Managers Operations Managers	All Airport Community Managers
6. **Enforcing Social and physical Distancing Measures** a) Workplaces b) During meals c) Check-ins and check-outs d) Registration and reception areas e) Waiting rooms f) Seats and sitting arrangements marked for distancing g) At dining tables h) Counters and tills i) Queuing	✓	✓			Supervisors and HR Managers, Operations	HR Manger or assigned employees from all businesses operating in the airports
7. **Cleaning and Disinfecting** a) Waste bins availability b) Waste handling and removal and disposal c) During shifts changes d) Door handles and knobs, rails and work stations e) Desk work areas. Computer keyboards/ digital buttons and switches f) Paper work handling, copiers, faxes, (office machines) g) Common use telephones h) Counters, elevators, rails i) Kitchens j) Cutlery, utensils	✓	✓			Safety Managers and HR, Housekeeping, Operations Management	Internal communication Housekeeping Supervisors

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Item						
k) Equipment						
8. Handling Deliveries/Supplies a) Trucks b) Small packages/parcels (courier services) mails, food services c) F&B Suppliers	✓				Purchasing Managers	Restaurant/ Bar Owner and assigned Supervisor/suppliers
9 Signage and Markings a) Apply to visitors and delivery staff b) For staff on spacing floor marks c) Digital/print information charts or displays at strategic points on COViD-19 awareness d) Strategic information posters/digital displays for public	✓				Restaurant manager or Barman managers/supervisors	Internal communication
10. Emergency Phone Numbers a) Family members b) Internal First Tesponse Team c) Premises Reaction Health Team phones d) COVID-10 MoH Hotlines	✓				Designated Safety Supervisor and HR	Supervisors/Managers/HR Manager All employees, Patrons, visitors, travellers
11. Management Team Communication with a) Staff b) Tenant businesses c) Suppliers d) Distributors e) Customer/clients/visitors f) Community representatives/public health team on COVID-19 from MoH		✓			Supervisor, Owners with HR and Communication	Operations/Owner Manager/Bar manager/Bar man /Restaurant Manager/supervisor
12. Remote Work Staff Policies or Staff Working from Home	✓				HR Managers	CEOs, General Managers
Premises Reaction Health team phones COVID-19 MoH Hotlines	All workers and supervisors should be aware of the COVID-19 Emergency helpline; COVID-19 HOTLINE Toll Free: 909, Mobile +260 97 4493553 or Mobile +260 96 4638726					

External References

World Health Organisation, WHO COVID-19 and Food Safety: Guidance for Business - Return to work Checklist template
https://www.ehstoday.com/covid19/article/21130123/return-to-work-a-template-for-safety-practices-and-protocols

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APPENDIX H1: COVID-19 SCREENING SURVEY

STOP COVID-19

Please complete the following questions before beginning your work today.

Name: _____

Date: _____ Time: _____

Do you have any of the following:

Yes ☐ No ☐ **Fever**

Yes ☐ No ☐ **Cough**

Yes ☐ No ☐ **Difficulty breathing**

Yes ☐ No ☐ **Sore throat, trouble swallowing**

Yes ☐ No ☐ **Runny nose**

Yes ☐ No ☐ **Loss of taste or smell**

Yes ☐ No ☐ **Not feeling well**

Yes ☐ No ☐ **Nausea, vomiting, diarrhea**
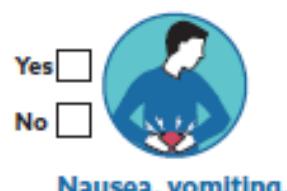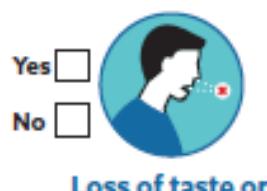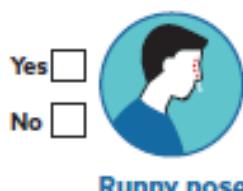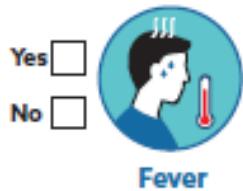
Yes ☐ No ☐ **Have you been in close contact with someone who is sick or has confirmed COVID-19 in the past 14 days?**

Yes ☐ ☐ Have you returned from travel outside Zambia in the past 14 days?

No ☐ ☐ If you answered YES to any of these questions, go home and self-isolate right away. Call MoH to find out if you need a test.

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<div align="center">APPENDIX H2: CHECKLIST FOR PUBLIC TRANSPORT</div>

Safety Practices and Protocols Hourly, Daily and Weekly – Public Land Transport

The COVID-19 threat has imposed a new way of carrying out business operations (New Normal). This may be a permanent normal for a long time to come. In figuring out supply chain solutions, responsible supervisors of operations will have to expand upon existing safety protocols and change their Occupational Safety by deploying plans to protect the customers, clients, patrons, employees and indeed all supply chain players and the general public while the provisions of Zambian regulatory laws will still apply. The checklist below could be used by other sectors in a customised way to suit their operations.

MANAGEMENT	HOURLY	DAILY	WEEKLY	AS NEEDED	PROCESS OWNERSHIP	COLLABORATIONS/ PARTNERS
1. **Attendance Guidelines** a) Temperature checks b) Self-check procedures c) Oversight and management of symptoms among staff		✓			N/A	N/A
2. **Premises/Business/Company Response in an event of confirmed case of COVID-19** a) Report to public health team/authorities b) Quarantining and contact tracing procedure c) Stagger the shifts d) Communicate to the public through media about the cases				✓	Garage or bus station supervisor or Bus drivers Taxi Drivers	Conductors/passengers
3.**Staff and Client personal Hygiene** a) Regular handwashing b) Hand sanitisation: How when, and where c) hand sanitiser areas/stations d) Reporting, entering premises, during and on leaving work premises	✓				Garage or bus station supervisor or Bus drivers Taxi Drivers	Conductors and passengers
4. **Sourcing, Distribution, receiving materials for use as Personal Protective Equipment (PPEs)guidelines**		✓			Garage or bus station supervisor or Bus drivers Taxi Drivers	Internal communication

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5. PPE supply: Face Masks, Gloves, Shields, a) Check condition and fit for use of PPEs b) Care and cleaning		✓		Garage or bus station supervisor or Bus drivers Taxi Drivers	Internal Communication
6. Enforcing Social and physical Distancing Measures a) Workplaces b) During meals c) Check-ins and check-outs d) Registration and reception areas e) Waiting rooms f) Seats and sitting arrangements g) At dining tables h) Counters and tills i) Queuing	✓			Garage or bus station supervisor or Bus drivers Taxi Drivers Conductors	Passengers
7. Cleaning and Disinfecting a) Waste bins availability b) Waste handling and removal and disposal c) During shifts changes d) Door handles and knobs, rails and work stations e) Desk work areas. Computer keyboards/ digital buttons and switches f) Paper work handling, copiers faxes, (office machines) g) Workshop tools h) Trolleys and shopping baskets i) Common use telephone j) Tills, elevators, rails k) Kitchens	✓			Garage or bus station supervisor or Bus drivers Taxi Drivers Conductors	Internal communication
8. Handling Deliveries/Supplies a) Trucks b) Small packages/parcels (courier services) mails, food services, shop floor fulfilment merchants	✓			N/A	N/A

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9 Signage and Markings a) Apply to visitors and delivery staff b) For staff on spacing floor marks c) Digital information on COVID-19 awareness d) Strategic information posters for public		✓			Garage or bus station supervisor	Internal communication
10. Emergency Phone Number a) First response b) Premises Reaction Health team phones c) COVID-19 M0H Hotlines		✓			Garage or bus station supervisor or Bus drivers Taxi Drivers	Passengers
11. Management Team Communication with a) Customer/clients/visitors b) Community representatives/public health team on COVID-19 from MoH			✓		Garage or bus station supervisor or Bus drivers Taxi Drivers	Passengers
12. Stay home policy if unwell		✓			Local authorities	Garage or bus station supervisor or Bus drivers Taxi Drivers

External References

World Health Organisation, WHO COVID-19 and Food Safety: Guidance for Business Return to work Checklist template

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